

**SECRET**

Executive Registry

74-077/11



THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20301

CM-3228-74

9 May 1974

## MEMORANDUM FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

Subject: Key Intelligence Questions for FY 1974 (U)

1. (S) Reference is made to your memorandum, dated 9 March 1974, which requested concurrence and comments of the members of the National Security Council Intelligence Committee on the Key Intelligence Questions (KIQs). Additionally, you discussed your objectives for the KIQ Evaluation Process (KEP), and requested any comments as to the kinds of questions on which to focus in the next iteration of the KIQs.

2. (S) I appreciate the fact that you and your staff have taken a great deal of time and effort to accommodate the comments contained in my 21 November 1973 memorandum; however, I am still concerned about the orientation of the KIQ/KEP program to "... intelligence topics identified as being of major current importance to policy levels of the Government." DoD intelligence resources expended to satisfy the KIQs are necessarily only a small portion of the total Defense intelligence effort required for support of the Secretary of Defense and his Staff, the Joint Chiefs of Staff, the Services, the Unified and Specified Commanders, and the field forces. Therefore, your proposed Evaluation Process, which provides an assessment of performance based solely on the responsiveness of resources to the NSC, could impact adversely on Defense intelligence.

3. (S) While you have caveated the KIQ/KEP pilot run with respect to departmental and tactical intelligence collection and production, the basic orientation of Defense intelligence is the support of all levels of intelligence consumers in the DoD. This support also includes those below the upper policy making level. National intelligence planning should recognize DoD intelligence requirements, and resources must be provided to accommodate these requirements. I am concerned that in using KIQ/KEP as a

APPROVED FOR RELEASE

K-1 (a)

Classified by... C.J.C.S.  
SUBJECT TO GENERAL DECLASSIFICATION  
SCHEDULE OF EXECUTIVE ORDER 11652  
AUTOMATICALLY DOWNGRADED AT TWO  
YEAR INTERVALS  
DECLASSIFIED ON 31 DECEMBER 1982

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management tool to assess the effectiveness of the overall intelligence effort, inadequate consideration will be given to resources required for essential Defense requirements.

4. (S) As I commented previously, there is a similarity in concept between the KIQs and the Critical Near-Term Defense Intelligence Objectives (CNTDIO) list. Further effort to provide for integrated operation of the two lists, both in form and timing, would enable DoD to use the CNTDIO as the basis of Defense related KIQs with resultant substantial saving in man-hours.

5. (C) I note that the development of a method for evaluating user satisfaction within the KEP remains to be done. I propose for your consideration that the NSCIC Working Group address this problem and submit recommendations to the Intelligence Committee.

6. (C) With regard to the next iteration of the KIQs, I feel that the instrument would prove a more valuable management tool if the focus of priority intelligence interest were sharpened and the number of questions reduced. A modification of this sort would enhance the critical nature of the issues in question, and would ease the burden of the participants in providing effective measurement of progress in these areas.

7. (U) I was very pleased to note the attention and care with which you dealt with my earlier comments. I am sure that with continuing communication and our mutual effort at solving common problems, we shall succeed in providing a most useful and meaningful management tool to balance the substantive needs and resource allocations of the national community.

  
For the Chairman

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Approved

Release 2005/11/23

CIA-RDP80M0

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For review + comment to DCI,  
who has not seen

Executive Secretary

Date

637 (3-74)

DCI/DDCI

Executive Registry

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Approved [REDACTED] Release 2005/11/23 : CIA-RDP80M01048A000400100012-6

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SUSPENSE

Remarks:

<sup>Date</sup>  
I talked to HAV & ~~he~~ showed these to him - His only real comment was that he should have a real NSC/IC meeting at least annually & talked hopefully of doing it on his return. ---

DCI/DDCI

4/27/74

K. S.

DCI/IC 74-1009

25 APR 1974

Executive

74-077/9

K-6

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Conference with Dr. Kissinger re the KIQs

REFERENCES: Attached letters (Tab A) from:  
Dr. Kissinger, April 22, 1974 74-077/8  
Deputy Secretary Clements, April 20, 1974 74-077/7  
Deputy Secretary Rush, April 4, 1974 74-077/6  
Deputy Secretary Volcker, April 1, 1974 74-077/5

1. In response to your letter of March 9 requesting the "individual concurrence and comments" of each NSCIC member on the KIQs, replies have been received from the four listed above. Admiral Moorer has not yet responded. \*

a. Dr. Kissinger calls the KIQs a "promising beginning" which should form the basis for "an even more useful set of KIQs for the coming year." He requested you review with him the comments of the other members.

b. Secretary Rush made no substantive comments. He concurred in the list, and indicated INR would continue to coordinate State's contribution.

c. Secretary Volcker also had no substantive comments. He believes the list represents a "good first effort."

d. Secretary Clements is the only respondent to forward substantive comments. Although he said "I support the KIQ process and evaluation system in principle," he had two criticisms:

(1) The KIQs "lack the precision needed for effective resource allocation and performance evaluation."

(2) Some "questions of importance" to DOD, which had been proposed by DOD as KIQs in December 1973 "were not included or were subsumed in more general phrasing."

K-6

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2. Secretary Clements also posed "cautionary notes" for the future as follows:

- (1) To serve as an effective management tool, the KIQs should be severely limited in number.
- (2) The KIQs should provide a timely input at key points in the annual DOD budget review process.
- (3) Despite existence of the KIQs, the DOD must "retain the flexibility to assign resources as essential departmental requirements develop."
- (4) Provision should be made to include an "effective procedure for measuring consumer satisfaction."

3. In your discussion of the KIQs with Dr. Kissinger, it is recommended that you:

- a. Express appreciation for the NSCIC responses to your March 9 letter, but especially for the thoughtful submissions which were received in late 1973 as contributions from the NSC staff, Secretary Rush, Secretary Clements and Admiral Moorer during the development of the KIQs.
- b. Emphasize that you share Secretary Clements' desire to limit the number of KIQs in the listing, which is why the present list includes fewer than half of the questions which NSCIC members proposed for inclusion. (This is why the omissions cited by Secretary Clements came about.)
- c. Point out that the KIQ evaluation process now underway represents a "shakedown cruise" for the system and that you anticipate considerable improvement in the KIQ list for FY 1975. Attention is being given to measurement of consumer satisfaction.
- d. Explain that the baseline reports on the 12 KIQs selected for the initial evaluation test are nearing completion, and preparations for the evaluation itself are well underway. The pilot run on the FY 1974 KIQs will end 1 September, and it is planned the performance report will be available 30 October. Formulation of FY 1975 KIQs is expected to be accomplished by 1 July.

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Daniel O. Graham  
Lieutenant General, USA  
D/DCI/IC

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DCI/IC 74-1009

Attachments:

- TAB A References as cited
- TAB B DCI memorandum of 9 March 1974 to NSCIC members requesting concurrence and comments on KIQs.
- TAB C DCI memoranda of 9 January 1974, addressed individually to NSCIC members, commenting to each on his inputs which were used in developing the KIQ list.
- TAB D Publication, "Key Intelligence Questions for Fiscal Year 1974," 4 January 1974.

DCI/IC/CS: [ ]/ho (25 Apr 74)

Distribution:

Orig. - addressee

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TRANSMITTAL SLIP

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REMARKS:

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FROM:

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SUSPENSE

Date

Remarks:

Pls collect  
the KIQs  
the comments by  
other NSC/IC  
members -  
+ I'll talk to him  
(Friday?)

4/23/74

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*JP EBC*  
MEMORANDUM FOR: The Director

Bill:

We need to get on your calendar <sup>★</sup> to update you on KIQ/KEP program and next steps for FY 1975. Recommend in the meantime you send the letter to Clements along.

  
*D. O. Graham*  
D/DCI/IC

★ Scheduled for  
10:30 on  
Thursday,  
10 May

10 May 1974  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

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Executive Registry

74-077/7A

~~13 MAY 1974~~

14 MAY 1974

The Honorable William Clements  
The Deputy Secretary of Defense  
Washington, D. C. 20301

Dear Bill:

Thank you for your letter of 20 April in response to my request for concurrence and comments on the Key Intelligence Questions. As you have recognized, more work will be necessary before we are all satisfied with the KIQs and the KIQ Evaluation Process. I believe, however, that we are making progress, and this should be apparent in the KIQs for FY 1975 and in the revised version of the Evaluation Process which will accompany them.

As you have noted, some of the questions which DOD suggested in December 1973 were not added (in explicit form) to the KIQs for FY 1974. One of the reasons for this was that the total number of KIQs must be severely limited. Nevertheless, a feature of the KIQ Evaluation Process does, in effect, permit an expansion of the contents of the KIQs and allow quite specific questions--of the sort you mention--to be addressed. Thus, during the discussion of information deficiencies, which is a major aspect of the Evaluation Process, the NIOs and your representatives will be able to deal with specifics and add them to the baseline report.

We are of course familiar with the Critical Near-Term Defense Intelligence Objectives (CNTDIO), and I agree that their content must be reflected in the KIQs. Indeed, my IC Staff is now examining this matter and discussing it with DIA.

I wish to assure you that we shall make sure that the KIQs provide a timely input to the Annual DOD Budget Review (and, of course, my own National Intelligence Program as well).

K-6

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I recognize that the KIQ process does not provide us with a comprehensive basis for recommending resource allocations across the board. I do think, however, that it can be a process which will help us to ensure that our resources are being effectively deployed against the most important national intelligence problems.

Consumer satisfaction with this process is all-important. I am therefore grateful for your comments and your continued support.

Sincerely,

*Zs/ Bill*

W. E. Colby

Distribution:

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D/Executive Secretary  
04/22/74

Date



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Executive Registry

74-077/7

THE DEPUTY SECRETARY OF DEFENSE  
WASHINGTON, D. C. 20301

20 APR 1974

The Honorable William E. Colby  
Director of Central Intelligence  
Washington, D. C. 20505

Dear Bill:

(U) In your letter of March 9th, you requested concurrence and comments of the members of NSCIC on the Key Intelligence Questions (KIQs). I share your objective of developing a good management tool (1) for the allocation of intelligence resources against high priority questions and (2) for measuring the effectiveness of the intelligence community. Although I support the KIQ process and evaluation system in principal, I believe that the specific KIQs for FY 1974 submitted to the NSCIC lack the precision needed for effective resource allocation and performance evaluation. As we proceed in the next few months to define the KIQs for FY 1975, I think we should make the questions as specific as possible for both guidance and evaluation purposes.

(S) In preparing the intelligence questions I forwarded to you in December 1973 we endeavored to be as specific as possible and to limit them to issues where a really good report would demonstrably influence policies or decisions of the Department of Defense. In the list of key intelligence questions which you have circulated for approval by the NSCIC, some questions of importance to the Department of Defense were not included or were subsumed within more general phrasing. For example, specific emphasis on Soviet perceptions of U.S. objectives in NATO, the Middle East, and SALT was broadened to a question on Soviet conceptions of U.S. objectives in detente. The specific question of the Soviet estimate of the CEP of their ICBMs relates to our ability to estimate the intended uses of their strategic offensive forces and this question was not included in the KIQ list although it was indirectly included by reference to hard target capability. In the general purpose forces area, two noteworthy changes were: (1) the deletion of specific questions about anti-ship cruise missiles, and (2) the rephrasing of a question about whether the Soviets are storing nuclear weapons in Eastern Europe, and, if so, in what quantities and

Downgraded to:  
CONFIDENTIAL on 31 Dec 1976  
DECLASSIFY on 31 Dec 1980  
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where, to a question of whether storage depots in that area are available. (We know that storage depots are available, we need to know what is in them.)

(U) Finally, it seems to me that three cautionary notes should be sounded to insure the usefulness of the KIQ process for future resource allocation in DoD. First, to be an effective management tool, the number of questions should be severely limited. Second, in order for the DoD budgetary process to support agreed on high priority intelligence questions, we should endeavor to see that these questions provide a timely input at key points in the Annual DoD Budget Review. Third, Defense Department intelligence resources, of course, serve important departmental needs and missions which may not be reflected in a restricted list of KIQs and we, of course, must retain the flexibility to reallocate resources as essential departmental requirements develop. For example we keep current a set of critical near term defense intelligence objectives to meet internal defense requirements. Therefore, the KIQ process should not be regarded as a comprehensive basis for recommending resource allocations. We do not feel that these practical considerations are serious problems in the process you are developing and I know you have them in mind.

(U) We support your efforts in this direction and will be pleased to continue to work with you in the development of a meaningful Key Intelligence Questions process. This process should include an effective procedure for measuring consumer satisfaction. This would be beneficial to institute as soon as possible.

Sincerely,

Bill Clements

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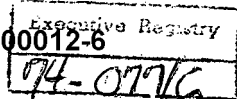
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*[Signature]*  
A/Executive Secretary



DEPARTMENT OF STATE  
WASHINGTON

April 4, 1974

Dear Bill:

It is with pleasure that I send to you our concurrence on the list of Key Intelligence Questions for FY-74. We agree that before attempting to modify them again, we should gain experience in their use.

I will look forward to hearing from you on the results of your efforts to use this list of Key Questions as a basis for measuring effectiveness and allocating resources. INR will continue to coordinate the Department's contribution and assist your staff in this program. I wish you much success in this endeavor.

Warm regards,

Sincerely,



Kenneth Rush  
Acting Secretary

The Honorable  
William E. Colby,  
Director of Central Intelligence.

K-6

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*ABE*  
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Executive Registry
74-0774

## THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

9 MAR 1974

X Ref.  
74-0774

DCI/IC 74-0972

MEMORANDUM FOR: The Chairman and Members, National Security  
Council Intelligence Committee

SUBJECT: Key Intelligence Questions for FY 1974

1. Reference is my letter of 9 January 1974, subject as above, which forwarded a copy of the "Key Intelligence Questions (KIQs)" and commented on the inputs which had been received from each NSCIC member. I noted in the letter that the KIQs would be considered at an early NSCIC meeting.

2. Since it now appears that the Chairman's schedule will preclude holding an NSCIC meeting, I am writing to request the individual concurrence and comments of each member on the KIQs.

3. As the fiscal year was more than half over before the key questions had been compiled, I considered it necessary to start the evaluation process as soon as possible. The USIB agencies already have been tasked to respond to selected KIQs as a test of the system. This really represents a "shakedown cruise" on a program which I am hopeful will provide a good management tool for measuring the effectiveness with which the Intelligence Community responds to intelligence topics identified as being of major current importance to policy levels of the Government. What I am seeking, as you are aware, is a better linkage between the substantive functions of intelligence and the allocation of resources.

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4. During the summer, we will review the "Key Intelligence Questions" and develop a revised list for FY 1975. By that time, our evaluation process should provide a basis both for improving the statement of questions and for evaluating the Community responses. Any comments you may have as to the kinds of questions on which to focus in the next iteration would be most appreciated.

/s/ W. E. Colby  
W. E. Colby

DCI/IC/CS [ ] ho 6 Mar 74

Distribution:

- Orig.- Chairman NSCIC  
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INTELLIGENCE COMMUNITY STAFF SUMMARY SHEET DCI/IC 74-0972

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**SUBJECT**

NSCIC Action on Key Intelligence Questions for FY 1974

**REMARKS**

PURPOSE: To obtain concurrence/comments of individual NSCIC members on KIQs.

BACKGROUND: The DCI letter of 9 January forwarding copy of the KIQs to each NSCIC member advised the KIQs were to be considered at an early NSCIC meeting. It is now apparent Secretary Kissinger's schedule will not permit holding a meeting. This was discussed by General Graham on 1 March with Richard Kennedy, Deputy Assistant to the President for NSC Planning.

DISCUSSION: The letter requests concurrence and comments of NSCIC members on the KIQs, but has been phrased to suggest that comments should focus on the revision of the KIQs for the FY 1975 iteration.

RECOMMENDED ACTION: Recommend DCI sign letter opposite.

Daniel O. Graham  
 Lieutenant General, USA  
 D/DCI/IC

**4 Enclosures:**

DCI 9 January 1974 letters re KIQs to:  
 Secretary Kissinger (DCI/IC 74-0905)  
 Secretary Rush (DCI/IC 74-0902)  
 Secretary Clements (DCI/IC 74-0903)  
 Admiral Moorer (DCI/IC 74-0904)

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DCI/IC 74-0905

9 JAN 1974

CR-74-077/3

MEMORANDUM FOR: The Honorable Henry A. Kissinger  
Chairman, NSCIC

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 which, as you and I have discussed, is being submitted to the NSCIC for approval. In the interim, I am distributing copies to the United States Intelligence Board so that we can be getting along with the many tasks which face us in the evaluation effort for which the Key Intelligence Questions are the basis.

2. The set of questions sent to you on 30 October has been revised on the basis of proposals received from your staff, from other NSCIC members and from the USIB principals. This final list accommodates many of the changes and additions your staff proposed in the response which General Scowcroft forwarded on December 10.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed additions was so great, however, that accommodating all of them would have changed the character of the listing. I wanted to keep the total number of questions small enough to be manageable, so the problem was to identify proposed additions of sufficient importance to substitute for some of those on the 30 October list, or to revise the wording of the original questions to accommodate ideas presented in recommended additions. The list, as it is being submitted to the NSCIC, actually has fewer questions than were included in October, but 23 of the questions are new and 38 are revisions of the original questions.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.



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5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

DCI/IC/CS/[ ] hko 9 Jan 74  
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9 JAN 1974

MEMORANDUM FOR: The Honorable Kenneth Rush  
Deputy Secretary of State

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

✓ 2. The set of questions sent to you on 30 October has been revised on the basis of proposals received from you, other members of the NSCIC and the USIB principals. This final list accommodates many of the changes and additions you proposed with respect to Latin America, the Soviet Union/Eastern Europe, the PRC, Western Europe/NATO, and the Economics section. As you mentioned in your memorandum of 26 November, these key topics will be used in the context of the more comprehensive listing of the Attachment to DCID 1/2, "U.S. Foreign Intelligence Priorities," and it is for this reason, along with my desire to keep the list of key questions as short as feasible, that I omitted any special section on Africa. Nearly all of the African items listed in your memorandum are assigned low priority ratings in the DCID 1/2 Attachment.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

8. In-order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

5X1 DCI/IC/CS, [redacted] vdm 9 Jan 74

Distribution:

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DCI/IC 74-0903

9 JAN 1974

MEMORANDUM FOR: The Honorable William P. Clements, Jr.  
Deputy Secretary of Defense

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

✓ 2. The set of questions sent to you on 30 October has been considerably revised on the basis of comments provided by you, other NSCIC members and the USIB principals. This final list accommodates many of the additions which you submitted, although in some cases the wording adopted is somewhat more generalized (e.g., under "Soviet ICBM systems" a question now addresses progress in "increasing the counterforce capability and survivability" of deployed forces, rather than, as you proposed, the CEPs and capabilities to control time-on-target of missiles).

✓ 3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed additions was so great, however, that accommodating all of them would have changed the character of the listing. I wanted to keep the total number of questions small enough to be manageable, so the problem was to identify proposed additions of sufficient importance to substitute for some of those on the October list, or to revise the wording of the questions to accommodate ideas presented in recommended additions. As it is being submitted to the NSCIC, the list actually has fewer questions than were included in October, but 23 of the questions are new and 38 are revisions of original questions.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the

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effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

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DCI/IC 74-0904

9 JAN 1974

MEMORANDUM FOR: Admiral T. H. Moorer  
Chairman, Joint Chiefs of Staff

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent you for comment on 30 October has been revised on the basis of proposals received from you, other NSCIC members and the USIB principals.

✓ 3. You will note that the Introduction to the list of questions makes particular reference to the omission of departmental and tactical intelligence matters, which I recognize are of particular importance to the Department of Defense. The Introduction also states that the questions are "issued as guidance to the Intelligence Community for the collection and production of intelligence" and the reference to "tasking" has been deleted.

✓ 4. The final list accommodates nearly all of your recommendations as to changes which would make the Key Intelligence Questions compatible with the DIA Critical Near Term Defense Intelligence Objectives (CNTDIO) even though the wording of the individual key questions is not identical with that of items in the CNTDIO. The primary exception is the omission of the DIA item on "Status of US personnel not accounted for in SEA." I consider this an important matter of ongoing intelligence responsibility, much like our attention to warning problems, which also are not covered by the key questions.

✓ 5. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

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6. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

7. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

8. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

9. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

10. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

11. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

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Executive Registry

74-0771

DCI/IC 74-001  
4 January 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Key Intelligence Questions

B111:

1. Here are our (hopefully) final KIQs. There are some typos we're cleaning up. I think we've gotcha.

2. We recommend getting HK's chop without formal memoranda. (Face-to-face, followed by telephone OK.)

3. We are preparing personalized responses to all users who contributed to process (treating Navy as a bunch). All will be assured of attention by Community to their inputs. These will go out with copies of KIQs to NSCIC members.

4. It would be great if the KIQs could be distributed to USIB troops next week (in conjunction with procedures brief).

[Redacted]  
Daniel O. Graham  
Major General, USA  
D/DCI/IC

25X

Attachment

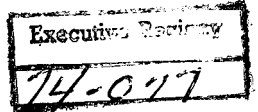
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IC Registry

4 January 1974



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MEMORANDUM FOR: General Graham



SUBJECT: Key Intelligence Questions Revision

1. Attached for your review at Tab 1 is a revision of the Key Intelligence Questions based on Mr. Colby's handwritten notes on the 30 October version, which were provided to me on 2 January.

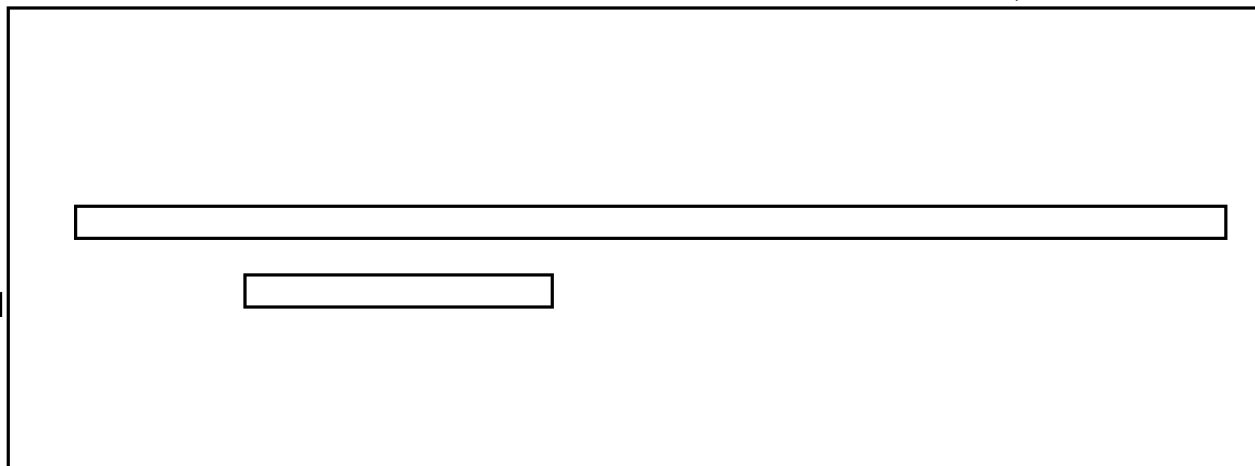
2. Mr. Colby made his comments on the 30 October version, the one he had sent to NSCIC and USIB members for comment, rather than on the IC 14 December version which had been reformatted and amended considerably to reflect major changes and additions proposed by the NSCIC and USIB members.

3. The attached revision is much like the 30 October version in format but with a considerable number of wording changes in individual KIQs, some additions proposed by Mr. Colby and a few topics from the 14 December draft (on which Mr. Colby had made no comments). These latter include No. 9, "Geographic expansion of Soviet naval and air activities; No. 19, "The military situation in Korea," and No. 31, "Activities of terrorist/extremist groups." Additional topics, not in either the 30 October or 14 December papers, which Mr. Colby added were No. 10, "Eastern Europe," and No. 26, "Potential shortages." The topic headings in a number of sections--such as the PRC, Latin America and the Middle East--are different from those in the 30 October version, but the coverage in individual KIQs is in accord with Mr. Colby's comments.

4. The following is a comparison of the three versions:

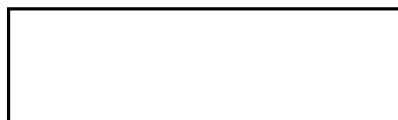
30 October	8 section headings, 34 topics, 77 KIQs
14 December	4 categories (political, economic, military, and science and technology), 32 problems or issues, 68 KIQs
4 January	10 section headings, 31 topics, 72 KIQs

5. A more detailed comparison of the 30 October and 4 January versions is as follows:



6. At Tab 2 is a copy of the Introduction as drafted by Mr. Colby and the 30 October version of the KIQs on which he made his notes. [Copies to General Graham and Dr. Lapham only]

7. It is recommended that the KIQ paper at Tab 1 be forwarded to the DCI for approval. It is my understanding he intends to clear the paper with the NSCIC chairman and then disseminate it to the USIB.



Coordination Staff

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